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M-181 &amp; M-182

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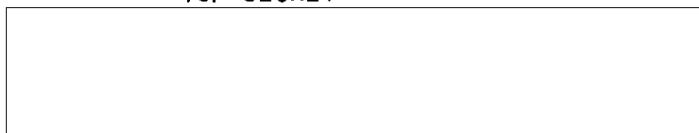
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NFIB-M-182  
24 October 1985

MEMORANDUM FOR NATIONAL FOREIGN INTELLIGENCE BOARD PRINCIPALS

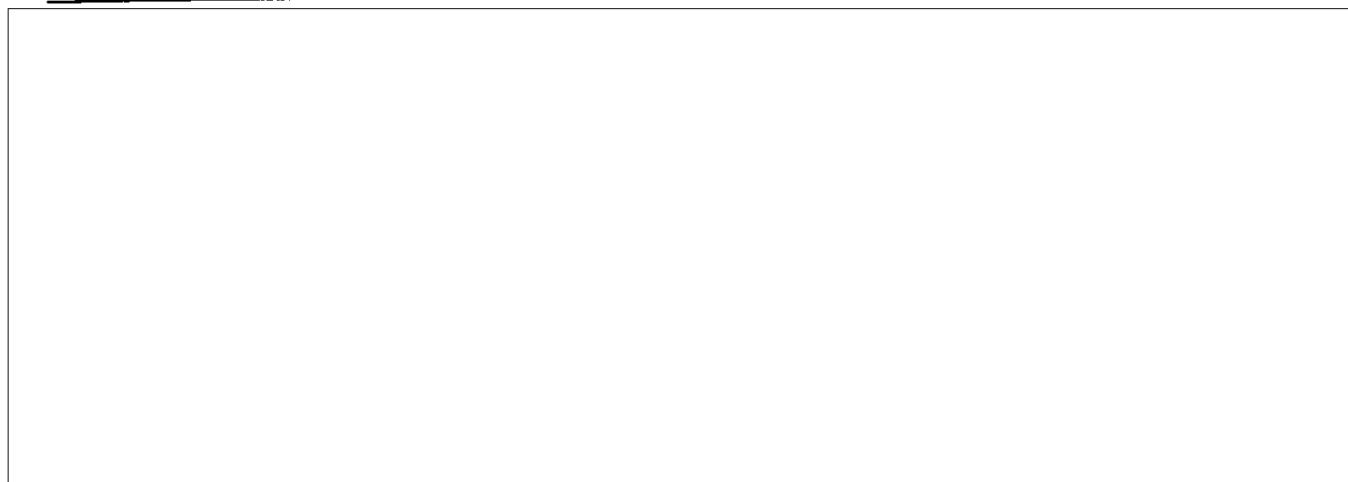
FROM:

  
Executive Secretary, NFIB

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SUBJECT: Minutes of the 182nd NFIB Meeting, 3 October 1985,  
1400 Hours

Summary of Decisions



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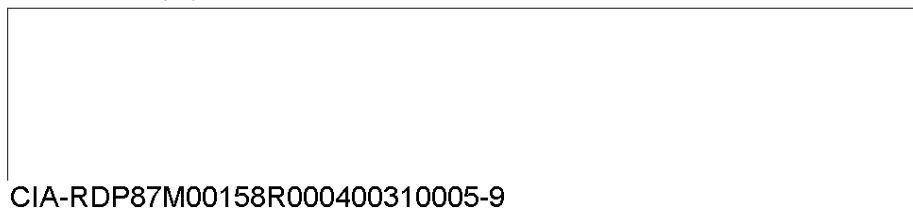
Minutes of the Meeting

The DCI convened the meeting and acknowledged LtGen Perroots' sitting at the table for the first time as Director of the Defense Intelligence Agency.



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The Vice Chairman noted that the Community is now in possession of the Senate Select Committee's national intelligence strategic plan and that [redacted] the DCI, and he had been working hard to convince the Committee that its plan is not helpful. He is now optimistic that the Committee is coming round to the same view. [redacted] stated that the Committee has committed itself to producing another draft, on which a meeting will be held on Monday.

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Relevant to the SSCI's plan, [redacted] reported, the DCI has commissioned preparation of a strategic plan that would be a follow-on to the 1985 capabilities study prepared by the ICS in 1981. To this end, a small steering group will be formed shortly; the plan will be completed within four to six months and project some five years into the future. The plan will have top priority.

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The discussion having concluded, the Chairman adjourned the meeting with an expression of appreciation for the principals' contributions.

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Those Participating

Mr. William J. Casey, Chairman  
 Mr. John N. McMahon, Vice Chairman  
 Mr. Robert M. Gates, Deputy Director for Intelligence, Central Intelligence Agency  
 Mr. Jerome H. Kahan, Acting for Director of Intelligence and Research, Department of State  
 Lieutenant General Leonard H. Perroots, Director, Defense Intelligence Agency  
 Major General Thomas Flynn, Acting for Director, National Security Agency  
 Mr. Edward C. Aldridge, Jr., Under Secretary of the Air Force  
 Mr. Douglas Mulholland, Special Assistant to the Secretary (National Security), Department of Treasury  
 Mr. Charles V. Boykin, Deputy Assistant Secretary for Intelligence, Department of Energy  
 Mr. Phillip A. Parker, Acting for Assistant Director, Intelligence Division, Federal Bureau of Investigation  
 Commodore William O. Studeman, Director of Naval Intelligence  
 Brigadier General Randall Greenwalt, Army, Acting for Assistant Chief of Staff, Intelligence  
 Colonel Charles Shankland, Air Force, Acting for Assistant Chief of Staff, Intelligence  
 Mr. John Guenther, Acting for Director of Intelligence, U.S. Marine Corps

Those Attending

[redacted] Director, Intelligence Community Staff  
 [redacted] Assistant National Intelligence Officer, Strategic Programs  
 [redacted] Assistant National Intelligence Officer, Latin America  
 Mr. Graham Fuller, National Intelligence Officer, Near East and South Asia  
 [redacted] Director, Program and Budget Staff, Intelligence Community Staff  
 Mr. Herbert E. Meyer, Vice Chairman, National Intelligence Council  
 Major General Stephen Nichols, National Intelligence Officer, General Purpose Forces  
 [redacted] Assistant National Intelligence Officer, General Purpose Forces  
 [redacted], DDI/SOVA  
 [redacted], DDI/NESA  
 [redacted] DDI/OEA

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SUBJECT: Minutes of the 182nd NFIB Meeting, 3 October 1985, 1400 Hours

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NFIB-M-181  
24 October 1985

MEMORANDUM FOR NATIONAL FOREIGN INTELLIGENCE BOARD PRINCIPALS

FROM:

[REDACTED]  
Executive Secretary, NFIB

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SUBJECT: Minutes of the 181st NFIB Meeting, 26 September 1985,  
1500 Hours

Summary of Decisions

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Minutes of the Meeting

The Chairman called the meeting to order and welcomed to the Board Mr. Geer, Assistant Director of the Intelligence Division, Federal Bureau of Investigation, LtGen Weinstein, Army, Assistant Chief of Staff, Intelligence, and Commodore Studeman, Director of Naval Intelligence. He then turned the floor over to [REDACTED] Acting Vice Chairman of the National Intelligence Council, and Mr. Fuller, the National Intelligence Officer for the Near East and South Asia.

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In answer to the DCI's question as to whether any of the principals had others comments, Mr. Negus noted that special national intelligence estimates had, in the first years of the DCI's tenure, been crisp and to the point. Since, unfortunately, the trend has been toward longer, less cohesive SNIEs. Without wishing to single out the estimate on the table as a particularly egregious example, it is, nonetheless, instructive that the estimate covers almost 50 pages and that its key judgments take up nearly a quarter of the document as a whole. The point is, obviously, that an estimate of this bulk is much less likely to be read by policy makers than a shorter, better focused paper.

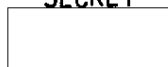
Mr. Gates responded that Mr. Negus' point is well taken. He had this morning observed to the NIOs that they have allowed the length of estimates to get out of control. The problem, of course, is that, at the coordination table, the NIOs try to allow all the Community's organizations to place in an estimate what they consider important. The result, unfortunately, is frequently an over-long estimate. It is his personal judgment, Mr. Gates concluded, few estimates should be longer than 25 pages.

Responding, Mr. Fuller observed that some NIOs, working on the assumption that few policy makers will read the full text of an estimate, have been including a fuller analysis of the issues in the key judgments, which they hope policy makers might read in toto. He then asked for guidance on this point.

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The DCI concluded the discussion at this point with the instruction that we will all work harder on this problem. He then adjourned the meeting.

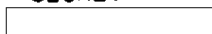
Miscellanea

After the meeting, the Board reassembled in the board room to witness the presentation by the DCI of the National Intelligence Distinguished Service Medal to RADM John L. Butts (Ret), the former Director of Naval Intelligence.



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Those Participating

Mr. William J. Casey, Chairman  
Mr. Robert M. Gates, Deputy Director for Intelligence, Central Intelligence Agency  
Mr. Richard Clarke, Acting for Director of Intelligence and Research, Department of State  
Mr. Gordon Negus, Acting for Director, Defense Intelligence Agency  
[redacted] Acting for Director, National Security Agency  
Mr. Edward C. Aldridge, Jr., Under Secretary of the Air Force  
Mr. Douglas Mulholland, Special Assistant to the Secretary (National Security), Department of Treasury  
Mr. S. Eugene Bacher, Acting for Deputy Assistant Secretary for Intelligence, Department of Energy  
Mr. James H. Geer, Assistant Director, Intelligence Division, Federal Bureau of Investigation  
Commodore William Studeman, Director of Naval Intelligence  
Lieutenant General Sidney T. Weinstein, Army, Assistant Chief of Staff, Intelligence  
Colonel Charles Shankland, Air Force, Acting for Assistant Chief of Staff, Intelligence  
Mr. John Guenther, Acting for Director of Intelligence, US Marine Corps

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Those Attending

[redacted], Director, Intelligence Community Staff  
[redacted] Acting Vice Chairman, National Intelligence Council  
Mr. Graham Fuller, National Intelligence Officer for the Near East and South Asia  
[redacted] Deputy Director, Intelligence Community Staff

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